



Performance Metrics



Introduction

This section of the report provides consolidated information about our sustainability performance and data management, including definitions for key terms and the basis of calculation for Key Performance Indicators (KPIs). Please refer to [CoMET Benchmarking Results 2013](#) if you are interested to learn how our operations compare with other metros around the world.



Content Index

This report has been prepared in accordance with the Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI-G4) Core option. The content index includes hyperlinks to GRI-G4 Indicators and Disclosures on Management Approach on this website. It also includes cross-references to KPIs for the Hong Kong Stock Exchange Environmental, Social and Governance Reporting Guide (HKEx ESG Guide) and the International Association of Public Transport (UITP) Sustainability Charter Reporting Guide 1.0.

Please click [here](#) to download a copy of the Content Index.

Please also refer to the [Scope of this Report](#) for a list of Identified Material Aspects and Boundaries.

Learn more...

The [Global Reporting Initiative](#) promotes sustainability reporting as a way for organisations to become more sustainable and contribute to sustainable development. [G4 Online](#) presents the G4 Sustainability Reporting Guidelines (GRI-G4) in a dynamic and easy-to-navigate format.

Learn more...

Hong Kong Exchanges and Clearing Limited (HKEx) has published the [Environmental, Social and Governance Reporting Guide](#). This guide outlines the currently recommended practice for listed companies. UITP is a non-profit international association that brings together all public transport stakeholder and sustainable transport modes in a worldwide network. The [UITP Charter on Sustainable Development](#) is available from the association's website.





Performance Metrics

Data Management

The following components of our robust data management system ensure the integrity of data disclosed in this sustainability report:

- The Audit Committee of the Board of Directors monitors the integrity of all financial information, and the Company has engaged KPMG as its External Auditor.
- Our Human Resources Management system manages all data relating to our [staff](#).
- Our centralised sustainability data collection system provides an audit trail and helps to identify errors or data gaps for other quantitative data.
- Regular assessments and internal monitoring programmes ensure compliance in accordance with our Corporate Guideline and Instruction (CGI) on Compliance with [Statutes and Regulations](#).
- Bureau Veritas Certification Hong Kong provides assurance for selected customer service performance data relating to our [Operating Agreement and Customer Service Pledge](#). The assured data have been marked with “#” in [Social Performance](#).
- PricewaterhouseCoopers Limited (PwC) provides [independent limited assurance](#) for other selected quantitative data. The assured data have been marked with “✓” in [Performance Table](#).

Learn more...

Please refer to our Annual Report for more information about the work of our [Audit Committee](#).

Consolidated Financial and Economic Performance

For the convenience of our stakeholders, we have reproduced selected economic and financial KPIs from our Annual Report. Please refer to the Annual Report for more information about this data.

Learn more...

Our [Annual Report 2014](#) is available on our corporate website.

Environmental Performance

Railway Operations

In order to facilitate like-for-like comparisons with other metro operators, some KPIs for our railway operations, such as energy use, water consumption and waste management, reflect environmental impacts from revenue-generating activities only. For example, data on electricity purchased for heavy rail includes traction energy and auxiliary energy used by trains, as well as energy use in stations and depots but excludes energy used during testing and commissioning phases of new rail lines as well as by advertising panels and station kiosks.

Projects Division and Property Division

We monitor performance on our construction sites in accordance with Environmental Impact Assessments for our projects. Our KPI for general waste monitors the amount of waste that is transferred from network expansion project sites to Public Fill Reception Facilities that are managed by the Civil Engineering and Development Department or transported to alternative construction sites.

We do not report on impacts that are outside the direct control or influence of the Company, such as energy use and water consumption that is the responsibility of contractors on our construction sites, and the responsibility of tenants in our managed and investment properties.

GHG Emissions

In line with the Scope of this Report, we disclose data on greenhouse gas (GHG) emissions, including CO₂, CH₄ and N₂O, for the principal activities of the Company in Hong Kong. In general, we apply the operational control approach to defining our organisational boundary. This means that our GHG inventory accounts for 100 per cent of GHG emissions from operations over which we have operational control, but does not account for GHG emissions from operations over which we do not have control.

Please note that our GHG emissions inventory does not currently include activities of two Hong Kong subsidiaries over which we have operational control, namely Octopus and Ngong Ping 360. Data on GHG emissions for subsidiaries engaged in railway operations outside of Hong Kong is reported separately.

The following table provides a summary of our GHG inventory, which aligns with the Greenhouse Gas Protocol that is jointly published by the World Business Council for Sustainable Development and the World Resource Institute. We have

accounted for operations and activities that contribute direct emissions and removals (Scope 1) and energy-related indirect emissions (Scope 2). We have also chosen to report on other indirect emissions (Scope 3) that we consider to be relevant and material to our business.

Definitions

Scope 1 emissions are direct emissions from owned or controlled sources such as on-site electricity generators and boilers, dedicated motor vehicle fleets and leakage from refrigeration systems.

Scope 2 emissions are indirect emissions resulting from production and transportation of electricity, heating, cooling and steam that are purchased by the reporting entity from off-site providers.

Scope 3 emissions are indirect emissions from both upstream and downstream activities in the value chain of the reporting entity other than those included in Scope 2. Some examples include emissions associated with the supply of resources and materials to the reporting entity such as water, activities that are outsourced by the reporting entity such as treatment and disposal of waste, as well as staff business travel.

Corporate Functions and Main Office Buildings	<p>Corporate Functions comprise the Finance Division, Human Resources and Administration Division, Legal and Procurement Division, Commercial and Marketing Division, Corporate Relations Department and Internal Audit Department. Main office buildings comprise Kowloon Bay Headquarters, Fo Tan Railway House, Kam Tin Building and 33/F, Two ifc.</p> <p>Scope 1 includes fuel consumption and refrigerants.</p> <p>Scope 2 includes purchased electricity.</p> <p>Scope 3 includes water consumption and sewage treatment, paper consumption and staff business travel.</p> <p>Please note:</p> <ul style="list-style-type: none"> • Refrigerants at Kowloon Bay Headquarters only. • Electricity consumption, water consumption and sewage treatment at 33/F, Two ifc from 2013 onwards only. • Since paper is procured centrally, this data reflects paper consumption for all business units, not only Corporate Functions.
Transport Operations	<p>Transport Operations comprise heavy rail, light rail and bus services, all MTR stations, depots and other railway-supporting services.</p> <p>Scope 1 includes fuel consumption supporting railway operations, fuel for feeder bus services and refrigerants.</p> <p>Scope 2 includes purchased electricity for railway operations.</p> <p>Scope 3 includes water consumption and sewage treatment.</p> <p>Please note:</p> <ul style="list-style-type: none"> • In 2014, purchased electricity includes advertising kiosks, station kiosks, station car parks, Tsueng Kwan O Laboratory, Traxcomm and telecommunications as well as testing and commissioning during the pre-operation phase of the Island Line Extension to Western District. • In 2014, water consumption includes tunnel cleaning.
Network Expansion	<p>Network Expansion includes all civil, electrical and mechanical works for Kwun Tong Line Extension, Shatin to Central Link, South Island Line (East), West Island Line and Express Rail Link (Hong Kong section).</p> <p>Scope 1 includes fuel consumption.</p> <p>Scope 2 includes purchased electricity.</p> <p>Scope 3 includes water consumption and sewage treatment, and general wastes disposed to landfill.</p> <p>Please note:</p> <ul style="list-style-type: none"> • Fuel consumption includes site offices for projects, but excludes construction activities. • Purchased electricity includes site offices for projects, but excludes construction activities. • General wastes disposed to landfill includes construction activities and site offices.
Properties and Other Businesses	<p>Properties and Other Businesses includes properties that are owned, developed and managed by the Company as follows:</p> <ul style="list-style-type: none"> • Hong Kong Investment Property, namely, Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, CityLink, PopCorn 1, Hunghom Building, Riverpark, Trackside Villas, Ocean Walk.

- Hong Kong Management Property, namely Admiralty Centre, World-wide House, Fairmont House, Southern Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, Two IFC, Telford Gardens, Residence Oasis, Clear Water Bay No. 8, Metro Town, Grandiose, The Capitol, Le Prestige, The Wings, The Waterfront, Sorrento, The Harbourside, The Cullinan, The Arch, Union Square, Tierra Verde, Tung Chung Crescent, Seaview Crescent, Coastal Skyline, Caribbean Coast, The Palazzo, Lake Silver, Festival City, Luk Yeung Sun Chuen, New Kwai Fong Gardens, Harbour Green, Island Harbourview, Central Park and Park Avenue, River Park, Century Gateway.

Scope 1 includes fuel consumption and refrigerants.

Scope 2 includes purchased electricity.

Scope 3 includes water consumption and sewage treatment.

Please note:

- Properties that are managed by agents on behalf of the Company are not included.
- Hong Kong Property Development and Investment Projects are not included because they are managed by project developers in partnership with the Company.

Our primary reference document for GHG calculations is “Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (February 2010)” published by the Hong Kong Environmental Protection Department and the Electrical and Mechanical Services Department. This is the main source of the following information:

- GHG emission factors, which are the average emission rates of a given GHG for a given source, relative to units of activity; and,
- Global-warming potentials, which are relative measures of how much heat a given GHG traps in the atmosphere.

We refer to two other guidance documents for specific GHG emission factors that are not available in our primary reference document:

- The emission factor for general waste disposed to landfills comes from Guidance for Voluntary Corporate Greenhouse Gas Reporting: Data and methods for the 2012 calendar year published by the New Zealand Ministry for the Environment; and,
- The emission factors for staff business travel come from 2014 Government GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors published by the United Kingdom Department for Food & Rural Affairs.

Learn more...

The Greenhouse Gas Protocol is the most widely used international accounting tool to understand, quantify, and manage greenhouse gas emissions. It serves as the foundation for nearly every GHG standard and programme in the world. Other guidelines to which we refer in our GHG emission inventory are available from their respective sources: Hong Kong Environmental and Protection Department, New Zealand Ministry for the Environment, United Kingdom Department for Food & Rural Affairs

Social Performance

Compliance

Our CGI on Compliance with Statutes and Regulations covers statutes and regulations in Hong Kong, Mainland of China and overseas of significant relevance to our businesses. Internally, we report on actual or potential non-compliances that may impact operations, result in financial loss, or undermine the Company’s reputation, including minor breaches. The CGI also covers non-compliance due to actions by other parties, such as contractors or business partners, where the Company could be held responsible.

In this report, we disclose data on the number of convicted cases of non-compliance that have been concluded as of 31 December 2014.

Staff

Learn more ...

Please download Our Pledge for Service 2014, which is available on our customer website.

In general, all KPIs for staff reflect full-time employees of the Company in Hong Kong, excluding temporary and part-time staff, staff of our subsidiaries and staff based in our offices in the United Kingdom.

Persons with Disabilities Employed	The number of staff with physical or mental disabilities, excluding those with chronic illnesses. This data is also expressed as a percentage of the total staff strength at the end of the reporting period.
Voluntary Staff Turnover Rate	The sum of staff turnover rate for each month during the reporting period. Monthly staff turnover rate is the number of staff members who resign voluntarily during the month as a percentage of the total staff strength at month-end.
Vacant Posts Filled Internally Either by Promotion or Transfer	The number of job vacancies filled by internal candidates through job promotion or cross-departmental/sectional transfer or redeployment during the reporting period expressed as a percentage of the total number of job vacancies filled during the reporting period.
Women on the Board and Other KPIs for Board Diversity	In order to align with our Annual Report, our KPIs on Board Composition and Board Diversity, including women on the Board, reflect the composition of the Board as of 16 March 2015, which was the date of our results announcement for the 2014 financial year.

As an exception to the general case stated above, in order to align with data published in our Annual Report, the following KPIs include staff employed by our Hong Kong subsidiary Ngong Ping 360.

Total Employees	The total number of full-time employees, as of the end of the reporting period.
Women Employees	The total number of women employed full-time by the Company expressed as a percentage of the total number of full-time employees, as of the end of the reporting period.

Customer Service

Our Operating Agreement specifies several targets for customer service that we must meet or exceed. In addition to those KPIs, our Customer Service Pledge also contains a number of other service commitments.

Learn more ...

Please download Our Pledge for Service 2014, which is available on our customer website.



Safety Targets and Performance

We establish targets for passenger and public safety, staff safety and contractor safety and monitor our KPIs regularly throughout the year. Our annual review of safety targets is based on a systematic approach that takes into account actual performance, new safety challenges and safety improvement initiatives. Since

the three types of transport that we provide — Heavy Rail, Light Rail and Bus — have different operating environments and have adopted different types of safety controls and protection measures, safety targets for each type of transport are not directly comparable.

Passenger and Public Safety

Fatality	The number of passenger fatalities that have occurred in the MTR network in Hong Kong. It excludes suicides, attempted suicides, brawls between passengers and injuries due to passengers' medical conditions.
No. of Injuries Requiring Hospitalisation per 100 million journeys	The number of injuries that require admission to hospital for observation or treatment immediately after an accident. It excludes suicides, attempted suicides, brawls between passengers and injuries due to passengers' own medical conditions.

Staff and Contractor Safety

In accordance with the Mass Transit Railway Regulations (Cap 556A), we have adopted stringent reporting criteria for staff safety. Our approach to reporting on contractors' safety complies with the Factories and Industrial Undertaking Regulations (Cap 59A), the Employees' Compensation Ordinance (Cap 282) and the Occupational Safety and Health Ordinance (Cap 509).

Staff Fatality	The number of work related staff fatalities that have occurred during the reporting period.
Staff Lost Time Injuries per 100,000 man-hour	The number of work-related injuries that resulted in one or more days' sick leave being granted to members of staff.
Contractor Fatality	The number of work related fatalities affecting staff members of our primary contractors that have occurred during the reporting period.
Contractor Reportable Accidents per 100,000 man-hour	The number of work-related injuries affecting staff members of our primary contractors during the reporting period and resulting in more than three days of sick leave.
Contractor Lost Time Injuries per 100,000 man-hour	The number of work-related injuries affecting staff members of our contractors during the reporting period and resulting in at least one shift or one day of sick leave being granted. This KPI applies to China and International Business starting from 2014.

Staff and Contractor Safety Targets

To reflect the kinds of risks that are relevant for members of our staff, we apply differentiated targets for staff safety in various parts of our business as summarised in the following table. Please note that Hong Kong Property Development and Investment Projects are included even though they are managed by project developers in partnership with the Company, and we also include Hong Kong Investment Properties and Hong Kong Management Properties that are managed by agents.

Corporate Support Functions	This comprises the Finance Division, Human Resources and Administration Division, Legal and Procurement Division, Commercial
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	and Marketing Division, Corporate Relations Department and Internal Audit Department.
Operations Railway	This includes work undertaken by staff members of the Operations Division, including Operations' Projects.
Hong Kong Property Development and Investment Projects	This includes foundations, buildings, alterations and other additional works on property development sites at Austin, Che Kung Temple, LOHAS Park, Tai Wai, Tseung Kwan O, Tsuen Wan West, Long Ping, Tuen Mun, Nam Cheong and the Cullinan II.
Hong Kong Investment Property	This includes work on construction sites at Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, CityLink, PopCorn 1, Hunghom Building, Riverpark, Trackside Villas, Ocean Walk, Hanford Plaza*, Sun Tuen Mun Shopping Centre* and Plaza Ascot*.
Hong Kong Management Property	This includes maintenance and management work at Admiralty Centre, World-wide House, Fairmont House, Southern Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, Two IFC, Telford Gardens, Residence Oasis, Clear Water Bay No. 8, Metro Town, Grandiose, The Capitol, Le Prestige, The Wings, The Waterfront, Sorrento, The Harbourside, The Cullinan, The Arch, Union Square, Tierra Verde, Tung Chung Crescent, Seaview Crescent, Coastal Skyline, Caribbean Coast, The Palazzo, Lake Silver, Festival City, Luk Yeung Sun Chuen, New Kwai Fong Gardens, Harbour Green, Island Harbourview, Central Park and Park Avenue, River Park, Century Gateway, Hanford Garden* and Royal Ascot*.
Hong Kong Project Construction - Railway Extension Projects	This includes civil, electrical and mechanical works for Kwun Tong Line Extension, Shatin to Central Link, South Island Line (East), West Island Line and Express Rail Link (Hong Kong Section).
China and International Business Division	This includes works undertaken by the China & International Business Division.

* These properties are managed by agents.

Mainland of China and International Business

We report on the sustainability performance of railway operations managed by our subsidiaries around the world, namely, MTR Corporation (Shenzhen) Limited (MTRSZ) in the Mainland of China, MTR Stockholm AB (MTRS) in Sweden and Metro Trains Melbourne Pty Ltd (MTM) in Australia.

Please note that KPIs for MTRS include data for Tunnelbanan Teknik Stockholm (TBT), which is a 50 per cent-owned subsidiary company providing rolling stock maintenance services for MTR Stockholm.

Independent Limited Assurance Report

PricewaterhouseCoopers Limited (PwC) has provided independent limited assurance for selected quantitative data. Please click [here](#) to download a copy.



Performance Metrics

Performance Data Tables

The tables in this sub-section provide data on key economic, environmental, social and safety performance trends for our businesses in Hong Kong, as well as sustainability performance trends for subsidiaries outside of Hong Kong.

The following data tables in excel format could be downloaded [here](#).

Consolidated Financial and Economic Performance

Financial and Economic Performance	Measure	Links	2010	2011	2012	2013	2014
Turnover	(HK\$ million)	Financial Performance Highlights	29,518	33,423	35,739	38,707	40,156
Total EBITDA	(HK\$ million)		10,917	12,124	12,895	14,399	15,423
Profit on property developments	(HK\$ million)		4,034	4,934	3,238	1,396	4,216
Profit for the year attributable to equity shareholders from underlying businesses before property developments (recurrent business)	(HK\$ million)		5,397	6,243	6,914	7,437	8,024
Reported net profit attributable to equitable shareholders	(HK\$ million)		12,059	15,556	13,375	13,025	15,606
Dividends per share	(HK\$)		0.59	0.76	0.79	0.92	1.05

Financial and Economic Performance	Measure	Links	2010	2011	2012	2013	2014
Total assets	(HK\$ million)		181,660	197,684	206,687	215,823	227,152
Loans, other obligations and bank overdrafts	(HK\$ million)		21,057	23,168	23,577	24,511	20,507
Total equity attributable to equity shareholders of the company	(HK\$ million)		121,914	131,907	142,904	152,557	163,325
EBITDA margin (including railway subsidiaries outside of Hong Kong)	(%)		37.0	36.3	36.1	37.2	38.4
EBITDA margin (excluding railway subsidiaries outside of Hong Kong)	(%)		54.9	55.6	53.6	53.4	53.1
Return on average equity attributable to equity shareholders arising from underlying businesses	(%)		7.7	8.2	7.0	5.8	7.3
Net debt-to-equity ratio	(%)		12.8	11.4	11.0	11.8	7.6
Interest cover	(times)		10.5	14.5	13.0	11.5	15.2
<i>Current tax paid</i>							
Hong Kong profits tax paid	(HK\$ million)		-1,007	-1,949	-1,699	-1,183	-954
Mainland of China and overseas tax paid	(HK\$ million)		-4	-154	-100	-160	-173
<i>Expenses relating to Hong Kong Transport Operations</i>							
Energy and utilities	(HK\$ million)		-1,067	-1,110	-1,200	-1,293	-1,409
Maintenance and related works	(HK\$ million)		-912	-1,048	-1,112	-1,177	-1,361
Staff costs and related expenses	(HK\$ million)		-3,398	-3,673	-4,067	-4,198	-4,450

Financial and Economic Performance	Measure	Links	2010	2011	2012	2013	2014
Stores and spares consumed	(HK\$ million)		-421	-466	-477	-514	-540

Environmental Performance

Environmental Performance	Measure	Links	2010	2011	2012	2013	2014
<i>Energy Use for Railway Operations</i>							
Total electricity purchased	MWh	<u>Electricity Consumption</u>	1,364,319	1,375,813	1,423,108	1,424,953	1,471,301
Heavy rail	MWh		1,314,659	1,323,795	1,369,518	1,371,918	1,417,339
Light rail and bus	MWh		49,660	52,019	53,590	53,035	53,962
Electricity consumption per revenue car-km	kWh per revenue car-km		4.83	4.84	4.83	4.70	4.78
Heavy rail	kWh per revenue car-km		4.82	4.83	4.82	4.69	4.77
Light rail and bus	kWh per revenue car-km		5.18	5.12	5.13	5.03	5.03
<i>Water Consumption</i>							
Water consumption from railway operations	m ³	<u>Water Consumption</u>	836,877	887,378	841,671	846,709	851,639
Water consumption from managed and investment properties	m ³		970,260	1,095,937	994,540	1,214,050	1,108,946
<i>Waste Management</i>							
Metals recycled from railway operations	tonnes	<u>Waste</u>	2,784	3,020	3,990	2,843	3,034
Spent oil recycled from railway operations - Amount	litres		94,780	106,980	90,306	98,340	101,300

Environmental Performance	Measure	Links	2010	2011	2012	2013	2014	
Spent oil recycled from railway operations - % total	%		100	100	100	100	100	
General wastes from railway extension projects	tonnes		22,765	15,855	26,267	58,967	187,831	
Total Construction Wastes Recycled (2014 onward)	tonnes		n/a	n/a	n/a	n/a	6,288,912	
<i>Climate Change Management</i>								
Annual review of climate change - risks assessment and continuous risk management action	Text	Climate Change Mitigation	Review Completed	Review Completed	Review Completed	Review Completed	Review Completed	
<i>GHG Emission Inventory</i>								
Total GHG Emissions	tonnes CO ₂ e	Climate Change Mitigation	1,178,773	1,218,242	1,255,123	1,359,996	1,497,435	✓
Scope 1	tonnes CO ₂ e		37,805	42,431	53,567	51,963	58,342	
Scope 2	tonnes CO ₂ e		1,113,168	1,156,531	1,171,763	1,242,449	1,354,625	
Scope 3	tonnes CO ₂ e		27,800	19,280	29,792	65,584	84,468	
<i>Corporate Functions and Main Office Buildings</i>								
Total	tonnes CO ₂ e		19,377	19,976	19,231	21,059	21,493	
Scope 1	tonnes CO ₂ e		2,785	3,115	2,840	2,943	2,895	
Scope 2	tonnes CO ₂ e		14,014	15,139	14,750	16,268	16,645	
Scope 3	tonnes CO ₂ e		2,578	1,722	1,641	1,847	1,953	

Environmental Performance	Measure	Links	2010	2011	2012	2013	2014	
<i>Transport Operations</i>								
Total	tonnes CO ₂ e		886,853	925,526	944,361	991,629	1,103,799	✓
Scope 1	tonnes CO ₂ e		30,081	33,000	40,709	41,183	47,116	✓
Scope 2	tonnes CO ₂ e		856,302	892,023	903,177	949,969	1,056,204	✓
Scope 3	tonnes CO ₂ e		471	503	475	476	479	✓
<i>Network Expansion</i>								
Total	tonnes CO ₂ e		26,695	19,827	30,600	67,113	86,457	
Scope 1	tonnes CO ₂ e		325	332	421	433	278	
Scope 2	tonnes CO ₂ e		2,197	3,093	3,097	4,143	4,804	
Scope 3	tonnes CO ₂ e		24,173	16,402	27,083	62,537	81,375	
<i>Properties and Other Businesses</i>								
Total	tonnes CO ₂ e		245,848	252,913	260,930	280,196	285,686	✓
Scope 1	tonnes CO ₂ e		4,615	5,984	9,598	7,404	8,053	✓
Scope 2	tonnes CO ₂ e		240,655	246,275	250,740	272,069	276,972	✓
Scope 3	tonnes CO ₂ e		578	653	593	724	661	✓

Social Performance

Social Performance	Measure	Links	2010	2011	2012	2013	2014	
Total number of passenger trips – weekday average	million	Customers Introduction	4.62	4.85	5.07	5.25	5.46	
Total number of passenger trips - Hong Kong passenger services	million		1,605	1,688	1,767	1,819	1,900	
Share of franchised public transport in Hong Kong	%	Hong Kong Transport Operations	44.3	45.4	46.4	46.9	48.1	
Total employees in Hong Kong	number	Our People	13,829	14,444	15,200	16,158	16,624	
Persons with disabilities employed	number		n/a	201	199	223	256	
Persons with disabilities employed	%		n/a	1.4	1.3	1.4	1.6	
Women employees	%		19.1	19.3	19.7	20.3	20.3	✓
Women on the Board	%	Corporate Governance Management Approach	17	17	17	27	25	✓
Voluntary staff turnover rate	%	Length of Service	2.6	3.3	4.2	4.2	4.4	✓
Vacant posts filled internally either by promotion or transfer	%		47	49	48	49	59	✓
Training days per employee	days	Training Programmes	6.4	6.0	6.3	6.5	6.9	
Total staff training days - management training	Man-day	Nurturing our Corporate Culture	22,664	21,578	23,211	22,133	18,784	
Charitable Contributions								

Social Performance	Measure	Links	2010	2011	2012	2013	2014	
Cash donations	HK\$ '000	<u>Fundraising and Donations</u>	2,401	2,700	3,800	6,700	15,400	
Gifts in kind	HK\$ '000		20,400	25,600	17,300	27,520	20,490	
Employee fundraising	HK\$ '000		310	355	399	398	274	
Employee volunteering (no. of projects)	number	<u>Staff Volunteering</u>	198	206	239	239	245	
Employee volunteering (no. of volunteers)	number		4,400	5,600	5,800	6,000	6,000	
Legal Compliance								
Number of convicted								
Cases of corruption	number	<u>Anti-Corruption and Whistle-Blowing</u>	0	0	0	0	0	
Cases involving health and safety standards	number		n/a	n/a	n/a	n/a	1 ⁽¹⁾	
Cases involving labour standards	number		n/a	n/a	n/a	n/a	0	
Cases involving product responsibility (including customer privacy)	number		n/a	n/a	n/a	n/a	0	
Cases involving working conditions	number		n/a	n/a	n/a	n/a	0	
Non-compliance with environmental standards								
Number of convicted cases								
MTR Corporation	number		0	1	0	0	2 ⁽²⁾	
Main contractors	number		2	1	4	4	1 ⁽³⁾	
Environmental fines								
MTR Corporation	HK\$		0	15,000	0	0	12,000 ⁽²⁾	
Main contractors	HK\$		10,000	2,000	232,000	278,000	15,000 ⁽³⁾	
Customer Service Pledge Items Achieved								
Train service delivery (%)		<u>Train Service Performance</u>						
Island, Kwun Tong, Tseung Kwan O, Tsuen Wan, Tung Chung and Disney Resort lines and Airport Express	%		99.8	99.9	99.9	99.9	99.9	#

Social Performance	Measure	Links	2010	2011	2012	2013	2014		
East Rail Line (including Ma On Shan Line)	%		99.9	99.9	99.9	99.9	99.9	#	
West Rail Line	%		99.9	99.9	99.9	99.9	99.9	#	
Light Rail	%		99.9	99.9	99.9	99.9	99.9	#	
Passenger journeys on time (Passenger journeys with less than 5 minutes' delay compared to total number of passenger trips delivered)									
Island, Kwun Tong, Tseung Kwan O, Tsuen Wan, Tung Chung and Disney Resort lines	%		99.9	99.9	99.9	99.9	99.9	#	
Airport Express	%		99.9	99.9	99.9	99.9	99.9	#	
East Rail Line (including Ma On Shan Line)	%		99.9	99.9	99.9	99.9	99.8	#	
West Rail Line	%		99.9	99.9	99.9	99.9	99.9	#	
Train punctuality (Train trips delivered with delay within pre-determined length of time compared to total number of train trips delivered; the length of delay differs for different lines)									
Island, Kwun Tong, Tseung Kwan O, Tsuen Wan, Tung Chung and Disney Resort lines	%		99.7	99.7	99.8	99.8	99.7	#	
Airport Express	%		99.9	99.9	99.9	99.9	99.9	#	
East Rail Line (including Ma On Shan Line)	%		99.9	99.8	99.9	99.9	99.9	#	
West Rail Line	%		99.8	99.8	99.9	99.9	99.9	#	
Light Rail	%		99.9	99.9	99.9	99.9	99.9	#	
Train reliability									

Social Performance	Measure	Links	2010	2011	2012	2013	2014	
(Including incidents resulting in delay of 5 minutes or more)								
East Rail Line (including Ma On Shan Line) and West Rail line	revenue car-km/incident		3,813,015	3,292,956	7,113,301	4,412,228	4,747,878	
Island, Kwun Tong, Tseung Kwan O, Tsuen Wan, Tung Chung and Disney Resort lines and Airport Express	revenue car-km/incident		2,459,083	1,841,882	4,203,807	3,474,269	3,585,340	
Temperature and ventilation (Compliance with internal guidelines for a cool, pleasant and comfortable environment)								
Trains with a cool, pleasant and comfortable train environment generally at or below 26°C (excluding Light Rail)	%		99.9	99.9	99.9	99.9	99.9	
Light rail on-train air-conditioning failures per month	times		0	0	0	0	0	
Stations with a cool, pleasant and comfortable environment generally at or below 27°C for platforms and 29°C for station concourses, except on very hot days	%		99.8	99.9	99.9	99.7	99.9	
Northwest transit service area bus service delivery (Actual bus trips delivered compared to scheduled bus trips)								
Service delivery	%		99.8	99.8	99.8	99.5	99.7	

Notes

(1): In June 2014, a hose reel in one of our station was obstructed by a commercial exhibition booth and breaches the Fire Services (Fire Hazard Abatement) Regulation, Cap. 95F.

(2): In January 2014, a sewage sample on one of our station sewage treatment plant exceeded discharge limits during routine inspection. The company implemented corrective measures and no further action was taken by the EPD.

In March 2014, The company was fined \$12,000 for a contravention of Waterworks Ordinance, Cap 102 in one of our managed properties.

(3): A contractor in our railway extension projects was fined \$15,000 for non-compliance to the Noise Control Ordinance, Cap 400.

✓ Limited assurance has been provided by PwC over these KPIs for the year 2014.

These KPIs have been assured separately by Bureau Veritas Certification for the year 2014.

Safety Targets and Performance

Safety Targets and Performance			Links	2010	2011	2012	2013	2014	
<i>Passenger and Public Safety</i>									
Fatality	Heavy rail	Target Performance	<u>Customer Safety</u>	0	0	0	0	0	✓
				0	0	0	2	0	
	Light rail	Target Performance		0	0	0	0	0	✓
				1	1	0	0	0	
	Bus	Target Performance		0	0	0	0	0	✓
				0	0	0	0	0	
Number of injuries requiring hospitalisation per 100 million passenger journeys	Heavy rail	Target Performance	<u>Customer Safety</u>	7.65	7.65	9.72	9.72	10.02	✓
				7.94	9.38	9.72	10.25	8.12	
	Light rail	Target Performance		14.5	13.78	8.59	11.50	12.08	✓
				12.3	7.44	13.76	15.73	8.61	
	Bus	Target Performance		10.6	10.07	9.60	9.12	8.66	✓
				7.51	7.05	5.07	4.91	4.68	
<i>Staff Safety</i>									
Fatality	Corporate support functions	Target Performance	<u>Staff and Contractor Safety</u>	0	0	0	0	0	✓
				0	0	0	0	0	
	Operations Division	Target Performance		0	0	0	0	0	✓
				0	0	0	0	0	

Safety Targets and Performance			Links	2010	2011	2012	2013	2014	
	Projects Division	Target Performance		0 0	0 0	0 0	0 0	0 0	✓
	Property Division	Target Performance		0 0	0 0	0 0	0 0	0 0	✓
	China and International Business Division	Target Performance		0 0	0 0	0 0	0 0	0 0	✓
Lost time injuries per 100,000 man-hour	Corporate support functions	Target Performance	<u>Staff and Contractor Safety</u>	0.13 0.12	0.10 0.26	0.10 0.19	0.14 0.23	0.13 0.17	✓
	Operations Division	Target Performance		0.56 0.48	0.49 0.42	0.49 0.54	0.49 0.67	0.50 0.40	✓
	Projects Division	Target Performance		0.10 0.10	0.10 0.05	0.10 0.07	0.10 0.08	0.10 0.11	✓
	Property Division	Target Performance		0.45 0.20	0.41 0.15	0.33 0.24	0.30 0.29	0.30 0.10	✓
	China and International Business Division	Target Performance		1.35 0.85	0.94 0.55	0.00 0.00	0.00 0.00	0.00 0.00	✓
<i>Contractor Safety</i>									
Fatality	Corporate support functions	Target Performance	<u>Staff and Contractor Safety</u>	n/a n/a	n/a n/a	0 0	0 0	0 0	✓
	Operations Railway	Target Performance		0 0	0 0	0 0	0 0	0 0	✓
	Hong Kong property development and investment projects	Target Performance		0 0	0 0	0 0	0 1	0 1 ⁽⁴⁾	✓

Safety Targets and Performance			Links	2010	2011	2012	2013	2014	
	Hong Kong investment property	Target Performance		n/a n/a	n/a n/a	0 0	0 1	0 0	✓
	Hong Kong management property	Target Performance		n/a n/a	n/a n/a	0 0	0 0	0 0	✓
	Hong Kong project construction - railway extension projects	Target Performance		0 0	0 2	0 0	0 2	0 1 ⁽⁵⁾	✓
	China and International Business Division	Target Performance		0 1	0 0	0 0	0 0	0 0	✓
	Reportable accidents per 100,000 man-hour	Corporate support functions		Target Performance	<u>Staff and Contractor Safety</u>	n/a n/a	n/a n/a	0.16 0.18	0.18 0.17
Operations railway	Target Performance	0.34 0.12	0.25 0.19	0.21 0.21		0.21 0.24	0.21 0.16	✓	
Hong Kong project construction - railway extension projects	Target Performance	0.40 0.22	0.30 0.41	0.30 0.47		0.30 0.56	0.30 0.57	✓	
Hong Kong property development and investment projects	Target Performance	0.52 0.21	0.47 0.20	0.38 0.17		0.38 0.04	0.35 0.06	✓	
Hong Kong investment property (2012)	Target Performance	n/a n/a	n/a n/a	0.20 0.15		0.22 0.16	0.22 0.15	✓	

Safety Targets and Performance			Links	2010	2011	2012	2013	2014	
	onward)								
	Hong Kong management property (2012 onward)	Target Performance		n/a n/a	n/a n/a	0.20 0.17	0.22 0.13	0.22 0.13	✓
	China and International Business Division	Target Performance		0.50 0.07	0.50 0.07	0.00 0.00	n/a n/a	n/a n/a	
Lost time injuries per 100,000 man-hour (2013 onward)	China and International Business Division	Target Performance		n/a n/a	n/a n/a	n/a n/a	0.00 0.00	0.00 0.00	✓

Notes

(4): At the Nam Cheong Station property development site, two workers were found unconscious at the bottom of a manhole, with one suffering from serious injuries and the other certified dead on arrival at hospital.

(5): At the Shatin to Central Link network expansion project site in Wong Tai Sin, a worker was hit on the chin and neck by the bracing arm of a site investigation rig when it was being dismantled and was certified dead on arrival at hospital after suffering from serious bleeding.

✓ Limited assurance has been provided by PwC over these KPIs for the year 2014.

Mainland of China and International Business

		Shenzhen (MTRSZ)			Stockholm (MTRS)			Melbourne (MTM)		
KPIs	Measure	2012	2013	2014	2012	2013	2014	2012	2013	2014
Environmental Performance										
Total electricity consumption – heavy rail	MWh	66,740	65,166	73,987	184,308	181,116	182,288	433,983	439,903	437,821
Total water consumption	m ³	233,108	222,071	183,813	n/a	n/a	n/a	141,835	123,943	143,890
Metals recycled	tonnes	3.8	3.5	7.5	n/a	n/a	278.0	40.2	44.3	30.1

		Shenzhen (MTRSZ)			Stockholm (MTRS)			Melbourne (MTM)		
KPIs	Measure	2012	2013	2014	2012	2013	2014	2012	2013	2014
Spent oil recycled - Amount	litres	3,000	4,265	2,664	n/a	n/a	19,922	n/a	n/a	n/a
Total GHG emissions	tonnes CO ₂ e	52,342	54,032	61,585	42	31	281	464,386	462,107	450,556
Scope 1 emissions	tonnes CO ₂ e	285	259	236	38	27	281 ⁽⁶⁾	694	670	661
Scope 2 emissions	tonnes CO ₂ e	52,057	53,773	61,349	4	4	n/a	463,692	461,437	449,895
Social Performance										
Total employees	number	1,245	1,289	1,331	2,714	2,663	2,519	4,283	4,297	4,521
Women employees	%	34.9	32.0	30.2	29.9	29.9	29.3	16.6	21.0	18.4
Voluntary staff turnover rate	%	11.2	12.9	8.3	6.0	5.0	4.2	0.4	4.0	4.1
Training days per employee	days	1.4	1.5	1.8 ⁽⁷⁾	3.1	3.0	2.8	10.2	11.7	13.0
Train Service Performance										
Total number of passenger trips	million	117	140	169	322	328	330	227	227	222
Passenger journeys on time	%	n/a	n/a	100.0	n/a	n/a	n/a	n/a	n/a	91.4
Train punctuality	%	n/a	n/a	99.9	n/a	n/a	96.1	n/a	n/a	92.8
Train reliability	revenue car-km/incident	n/a	n/a	15,852,883	n/a	n/a	50,783	n/a	n/a	63,372
Train service delivery	%	n/a	n/a	100	n/a	n/a	99.0	n/a	n/a	98.8
Charitable Contributions										
Cash donations	HK\$	132,012	0	0	259,710	120,927	150,000	20,501	215,579	526,415
Legal Non-Compliance (Number of convicted cases)										
Cases of corruption	number	0	0	0	0	0	0	0	0	0
Cases involving health and safety	number	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0

		Shenzhen (MTRSZ)			Stockholm (MTRS)			Melbourne (MTM)			
KPIs	Measure	2012	2013	2014	2012	2013	2014	2012	2013	2014	
Cases involving labour standards	number	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	
Cases involving product responsibility (including customer privacy)	number	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	
Cases involving working conditions	number	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	
Non-compliance with environmental standards											
MTR subsidiary	number	0	0	0	0	0	0	0	0	0	
Main contractors	number	0	0	0	0	0	0	0	0	0	
Environmental fines											
MTR subsidiary	HK\$	0	0	0	0	0	0	0	0	0	
Main contractors	HK\$	0	0	0	0	0	0	0	0	0	
Safety Targets and Performance											
Passenger and public safety											
Fatality	Target Performance	0 0	0 0	0 0	0 5	0 1	0 1 ⁽⁸⁾	0 10	0 1	0 8 ⁽⁹⁾	✓
Number of injuries per million passenger journeys	Target Performance	1.47 1.46	1.47 1.36	1.47 1.07	1.00 1.33	0.99 1.25	0.98 1.49	3.60 2.76	3.60 2.04	2.00 2.32 ⁽¹⁰⁾	✓
Staff safety											
Fatality	Target Performance	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	✓
Lost time injuries per 100,000 man-hour	Target Performance	0.29 0.15	0.28 0.14	0.27 0.18	0.63 0.47	0.63 0.39	0.63 0.46	1.00 0.80	0.60 1.04	0.60 0.61	✓
Contractor safety											
Fatality	Target Performance	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	✓
Lost time injuries per 100,000	Target	0.48	0.47	0.45	n/a	n/a	n/a	0.45	0.40	0.40	

		Shenzhen (MTRSZ)			Stockholm (MTRS)			Melbourne (MTM)			
KPIs	Measure	2012	2013	2014	2012	2013	2014	2012	2013	2014	
man-hour	Performance	0.33	0.16	0.07	n/a	n/a	n/a ⁽¹¹⁾	0.11	0.16	0.38	✓

Notes

(6): In previous years, Scope 1 GHG emissions were reported for replacement services only. This year, the reported figure includes all activities.

(7): The number has been restated in previous years.

(8): One passenger was killed during an altercation between two passengers, whereby both passengers fell into the track area but one passenger climbed back onto the platform before the train arrived.

(9): Seven of the eight fatalities involved trespassers, with four of those fatal incidents taking place at pedestrian crossings. The remaining case involved a passenger who fell onto the track while attempting to board a departing train.

(10): There has been an increase in slip, trip, and fall incidents leading to injury, particularly at Inner Melbourne stations, such as Flinders Street Station and Parliament Station. A plan is being implemented to address safety concerns at these stations.

(11): MTRS does not monitor contractor injuries because this KPI is not relevant to its business nature or needs.

✓ Limited assurance has been provided by PwC over these KPIs for the year 2014.





Performance Metrics

CoMET Benchmarking Results 2013

The Community of Metros (CoMET) programme collects data from large metro system operators around the world in order to compare performance and improve standards across the industry. The data covers a number of important areas including safety, financial performance, environment, staff and customer service. The latest benchmarking exercise reflects data collected for 1 January 2013 to 31 December 2013 from metro systems in 15 cities, including Beijing, Berlin, Guangzhou, Hong Kong, London, Mexico City, Madrid, Moscow, New York, Paris, Santiago, Singapore, Shanghai, São Paulo and Taipei.

Why Do We Participate in CoMET?

Safety

Our passenger safety record in 2013 reflects two fatalities, which are recorded within the KPI for deaths from accidents in the CoMET benchmarking results for that year. This KPI includes deaths due to an accident on metro property or trains operated, owned or maintained by the metro, or due to metro operations, if death occurs within 30 days of an event. During 2014, we have achieved significant improvements on KPIs for passenger and public safety, which should be reflected in the benchmarking results for 2014.

Financial Performance

In 2013, we continued to outperform all other CoMET participants on the indicator for total commercial revenue per operating cost, which reflects the success of our sustainable financial models. This year, we have started to report on a new indicator, fare revenue per passenger km, which shows that over the past five years we have generated average levels of revenue from passenger fares compared with other metro operators. At the same time, in 2013 we sustained an improving trend on two measures of normalised operating cost, i.e. operating cost per revenue car km and per passenger journey.

Learn more...

CoMET and Nova are metro benchmarking groups currently comprising 32 large and medium sized metro systems from 30 cities. The groups are jointly owned and steered by their members, and are facilitated by the Railway and Transport Strategy Centre (RTSC) at Imperial College London.

Environment

This year we have started to report on a new indicator, CO₂ per passenger km. Since we exercise minimal influence over the source of electricity that we consume, our efforts to mitigate climate change focus on improving energy efficiency. The CoMET benchmarking results show that we are sustaining an improving trend for energy consumption per passenger km, and our performance is better than average when compared with other metro systems around the world.

Customer Service

Comparing punctuality and reliability of our train services with other metro systems, our passengers in Hong Kong enjoy good service by international standards but there is still room for moderate improvement. Despite the problems we are currently experiencing with crowding during peak hours, the data on capacity utilisation shows that we operate our services in an efficient way, doing our best to transport our passengers over the existing network.

Safety

Deaths from accidents per billion passenger journeys* — a measure of passenger safety.

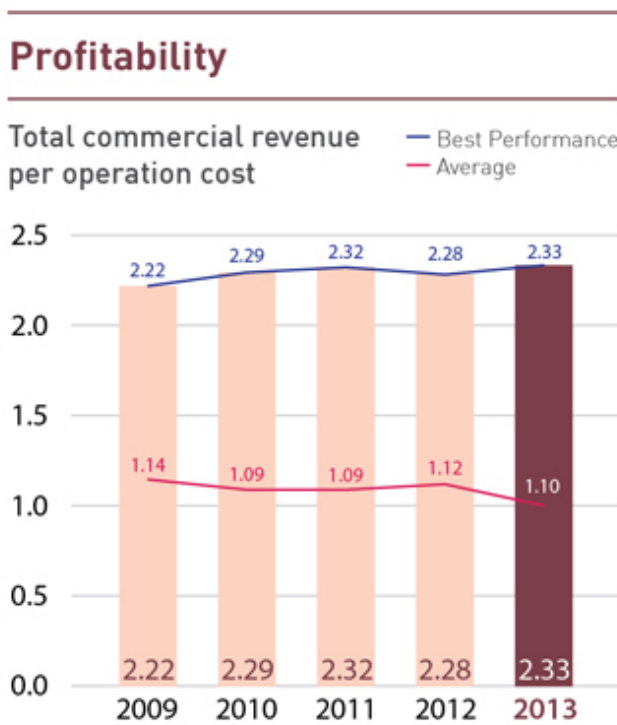


*Please note that this KPI is slightly different from Fatalities per billion passenger journeys, which is the KPI that we reported in

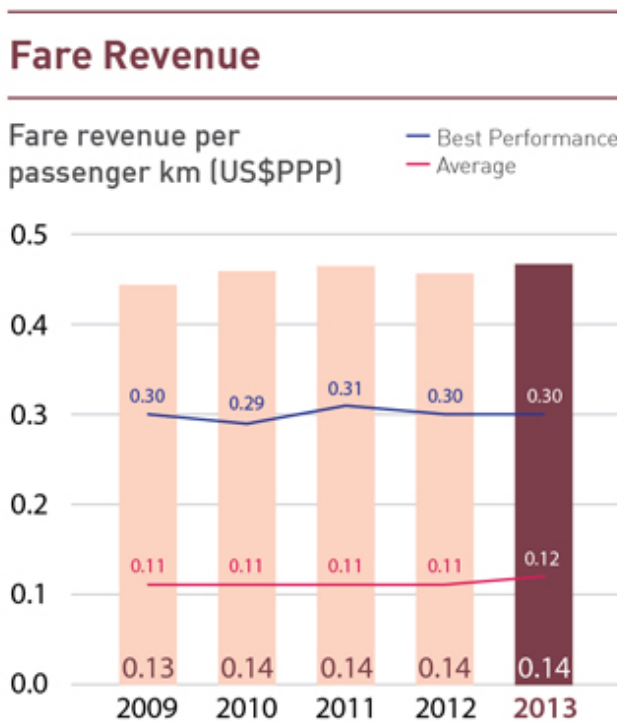
previous years.

Financial Performance

Total commercial revenue per operating cost – a measure of capacity provision and utilisation.

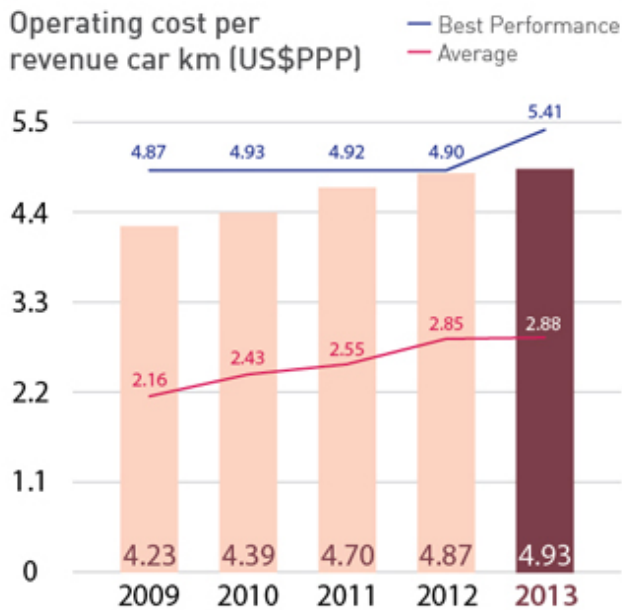


Fare revenue per passenger km (US\$PPP) — a measure of the level of our fares.



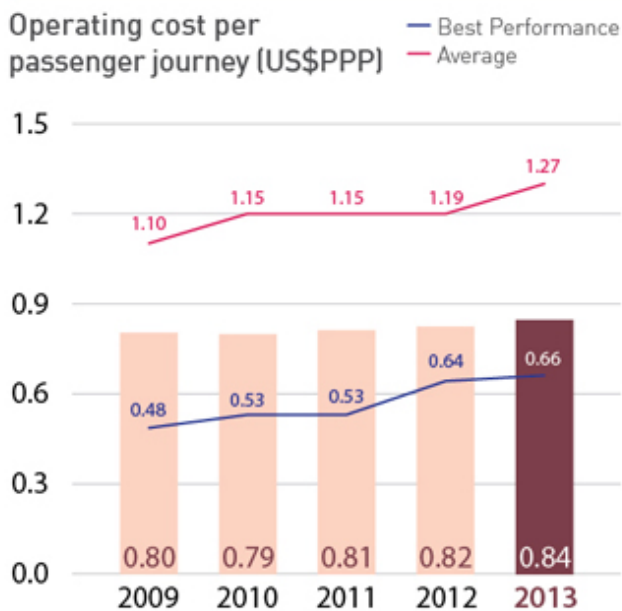
Operating costs per car km (US\$PPP)

Service Costs



Operating costs per passenger journeys (US\$PPP)

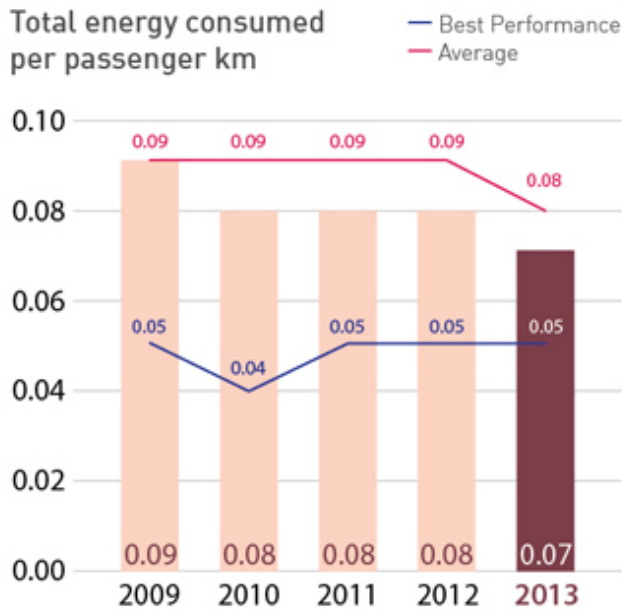
Cost per Journey



Environment

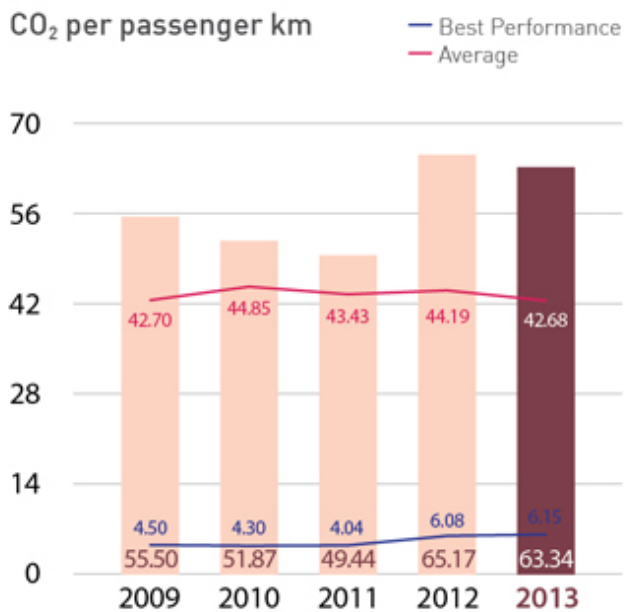
Total energy consumed per passenger km — a measure of energy efficiency

Energy Consumption



CO₂ per passenger km — a measure of contribution to climate change

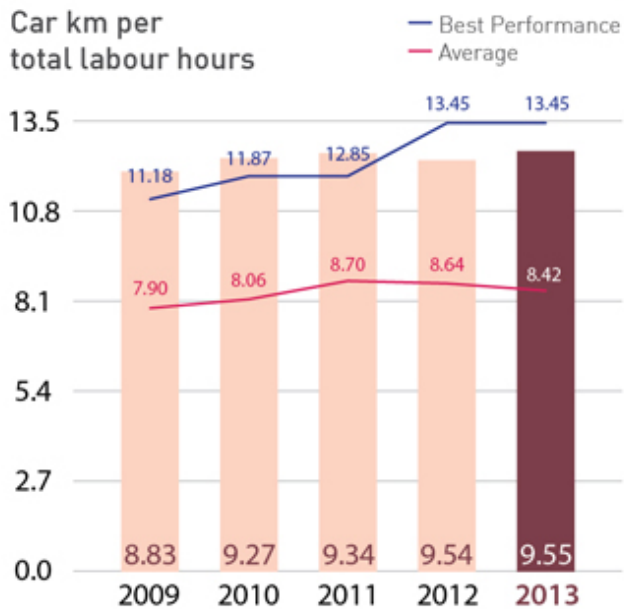
Electricity Usage



Staff

Car km per staff and contractor hours

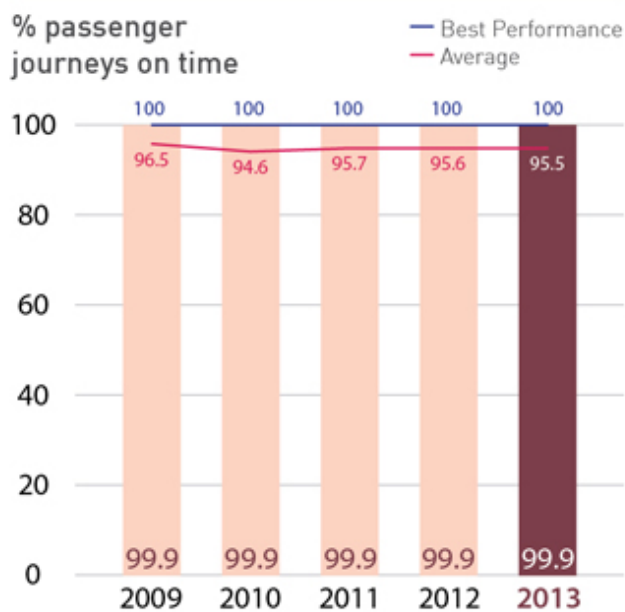
Staff Efficiency



Customers

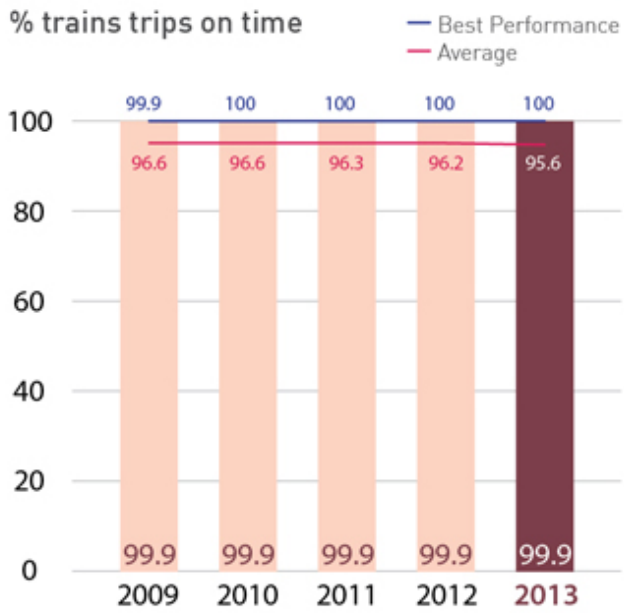
% passenger journeys on time — a measure of service performance

Customer Service



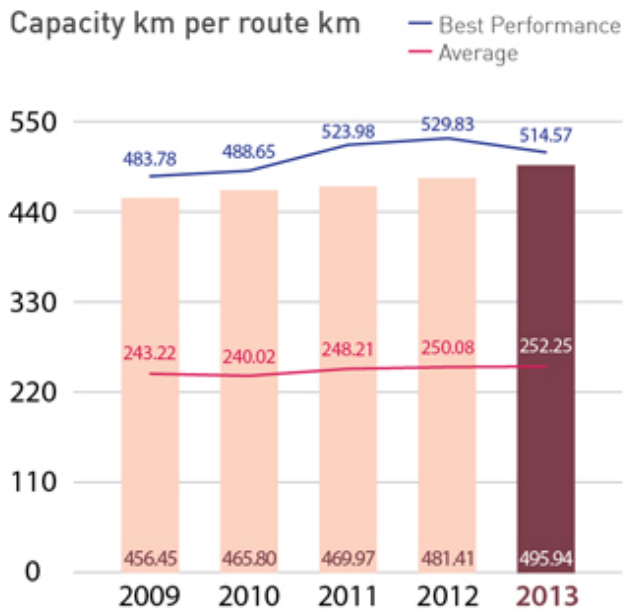
% train trips on time — a measure of service performance

Trouble Free Journey



Capacity km per route km — a measure of asset utilisation

Asset Utilisation



Definitions

Passenger journeys – The total number of passenger trips on our trains during the year

Passenger km – The total number of kilometres travelled by passengers on our trains during the year

Car km – The total number of kilometres which were operated by our trains in revenue (passenger carrying) service during the year

